U.S. Office of Personnel Management (OPM)
Human Resources Solutions (HRS)

Request for Information (RFI) OPM25-I-17-0004 for:

USA Service:

OPM's Human Capital Life-Cycle Talent Management Solution

May 15, 2017

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Background

The United States Office of Personnel Management (OPM) – as the central agency for providing Human Capital policy, products and services – will play a crucial role in providing expedient and economical workforce solutions to federal agencies, as they formulate and pursue their reform strategies consistent with OMB memo 17-22 to improve the efficiency, effectiveness and accountability within their agencies.

Federal agencies have a need for a Managed Services solution for end-to-end Human Capital and Training/Learning solutions. Managed Services – sometimes referred to as Business Process Outsourcing – will allow federal agencies to entrust their lifecycle Human Capital Management and Training/Learning operations to the experts at OPM and our industry partners so they can focus on their core missions. These Managed Services will include state-of-the-art technology tools modernized for the federal workforce of the future and work processes of the future. At the forefront of the technology tools will be highly-capable Big Data solutions with appropriate, focused analytical capabilities that will target actionable data to the audience requesting it.

Through our work with the Chief Human Capital Officers Council (CHCOC, https://www.chcoc.gov/), Unified Shared Services Management (USSM, https://www.ussm.gov/) team and the Shared Services Governance Board (SSGB), OPM has determined it must take a central role in creating an end-to-end set of managed services that meet the needs of the federal human capital and training/learning community, particularly in light of the reform efforts underway.

An integral part of these managed services will be the provision of a modern set of human capital and training/learning analytical capabilities and applications designed to support the federal workforce of the future and the work processes of the future. These capabilities will include end-to-end human capital and training/learning solutions, an environment-/application-agnostic data exchange and integration platform that will seamlessly create plug-and-play interactions with agency IT, application and data architectures as well as with core HR/Payroll shared service providers.

Chief among these modernizations will be a Big Data initiative to harness state of the art capabilities in data science and data engineering so that agencies can achieve maximum value from their structured and unstructured human capital and training/learning data in a sustainable, secure way that respects individual privacy. Agency investments in OPM's Enterprise Human Resources Integration (EHRI) and Electronic Official Personnel Folder (eOPF) initiatives will be leveraged to derive the value from these initiatives that a modern, data-driven federal government should derive. The ability to receive and blend payroll, financial and procurement data with rich human capital and training/learning data will provide insights into government performance never before achievable.

Objective of this Request for Information (RFI)

To assist Federal agencies in meeting their growing HR service needs and to create efficiency on a large scale within the Government, consistent with M-17-22, OPM is preparing to become the provider of these crosscutting managed services. HRS is committed to establishing partnerships for the development of an end to end service and supporting technology capability that supports the HR life cycle as outlined in the OPM Business Reference Model (BRM Version 3.0). These partnerships will include a blend of OPM-provided services (including those provided internally and by current private sector partners) with industry-provided services. The objective of this RFI is to gauge the ability of industry to partner with OPM to orchestrate and implement the end-to-end delivery of Human Capital Talent Management solutions through a Managed Services framework to Federal Agencies.

This RFI seeks information from prospective private sector companies to partner with OPM's HR Solution to deliver high-quality, efficient and effective end-to-end HR products and services to Federal agencies, which will improve mission delivery for its customers.

HRS currently provides outstanding HR products/services and has many best-of-breed, HRIT applications and offerings. HRS Solutions' have made great advances in integration, interoperability and data exchange in recent years, but there is much work to be done, and gaps remain to be filled in the employee life-cycle. We understand the tough challenges agency leaders face; with limited discretionary resources, they are forced to choose from fragmented and disjointed HR products and services. More and more, agencies are looking for a standard end-to-end service and technology solution. Recognizing the challenges and limitations with the existing HR service delivery landscape, and in order to meet the diverse needs of each agency, HRS has developed a framework for a hire to retire integrated solution: 'USA Service' supported by 'USA Suite' technology tools.

USA Service/USA Suite

USA Service is an integrated solution, that currently combines HRS' internal consulting expertise (e.g., workforce planning, staff acquisition, education and training, and organizational development) and our USA Suite technology resources (i.e., USA Jobs, USA Staffing, USA Hire, USA Survey, USA Performance, USA Learning) with the external capabilities of industry partner(s) via the Human Capital and Training Services (HCaTS) Best In Class contracts, the USA Learning Best in Class contract and other potential contract vehicles. Industry partner(s) will team with our internal resources and expertise where we have gaps in the employment life cycle, with a reduced cost and speed to market model. Through an interagency agreement, we will be able to quickly work with agencies to migrate them to this environment, saving them time and money.

The Partner/Integrator will create and manage a prompt services delivery environment with specific requirements and deliverables to be defined. The Partner/Integrator, shall deliver the appropriate services and the corresponding operations management, technology, and customer relationship management to HRS. The Partner/Integrator shall establish, manage, and maintain a HR services environment, based on OPM's HR Line of Business (HRLOB) Business Reference Model (BRM – See Appendix C for more BRM information).

Figure 1: BRM Human Capital life-cycle with OPM/HRS capabilities
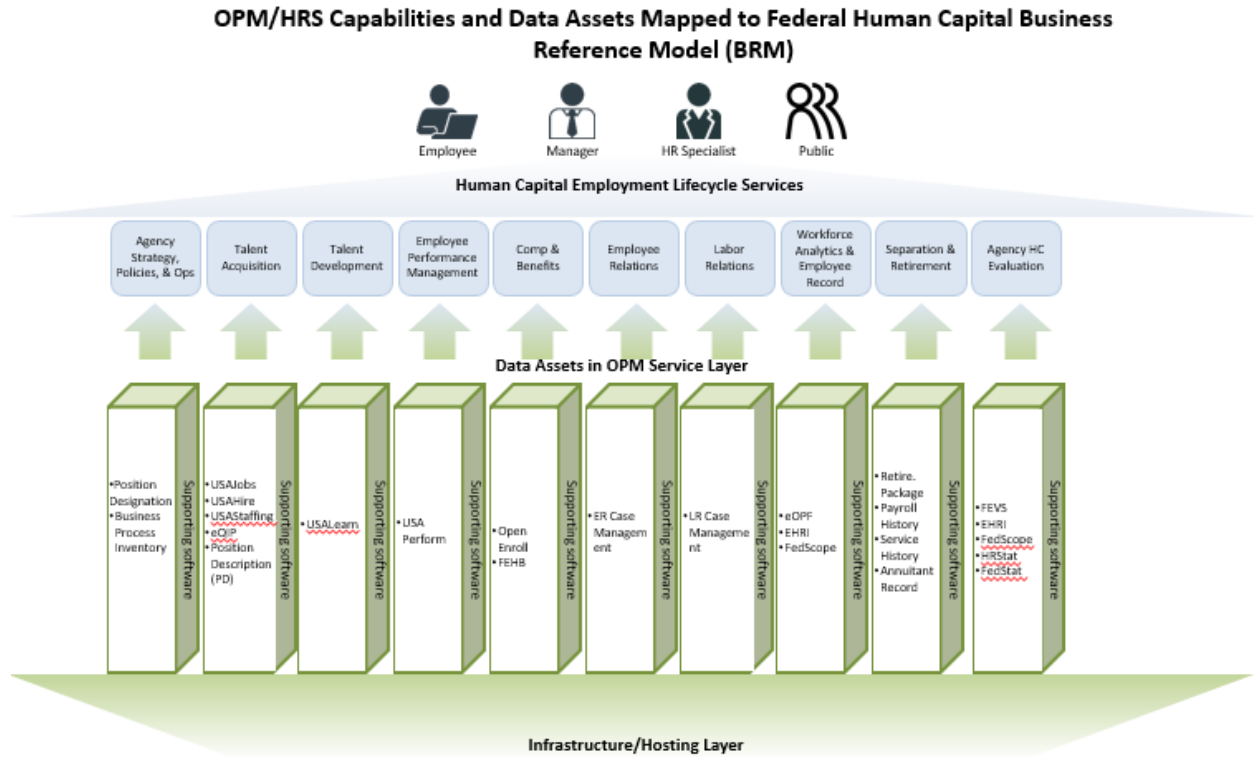
USA Suite (tools) currently comprises the following components:

USA Jobs	Federal career portal and strategic recruitment resource. Meets public notice requirements.
USA Staffing	End-to-end talent acquisition including Staffing, Assessment, and Onboarding.
USA Hire	Online standard and customized assessment batteries integrated with USA Staffing.
USA Learning	E-learning solutions, customized learning management systems and knowledge management portals.
USA Performance	Streamlines Federal performance management systems and processes.
USA Survey	Online survey tool for organizational assessments.
USA Classification	(future)

The figure above clearly outlines the existing OPM/HRS capabilities and assets, in the Human Capital Operational life-cycle per the BRM. The critical Human Capital functional areas where OPM/HRS has identified service gaps (but not limited to) are the following:

Core Human Capital Management	Personnel Action Request (PAR), Position Management.
Compensation Management	Payroll, Benefits, and Timekeeping.
Employee Records	Data exchange and data storage that encompasses data from upstream and downstream management systems, including OPM systems like EHRI and eOPF.
Workforce Planning/Analytical Tools	Analytics to support data-driven decision making across the user spectrum and HCM lifecycle and which provide greater insight into organizational performance.
Data Exchange Platform/Standards	Interaction platform that allows for easy but secure data integration and sharing across all agency solutions that support the HCM lifecycle.
Mobile Platform	So that information and systems can be accessed anywhere, anytime with any device.

The Partner/Integrator will propose and deliver a talent management solution integrated with current OPM/HRS capabilities, filling in the functional gaps identified above, including other potential human capital areas, and integrate with other management support services and systems (e.g., financial, payroll, benefits, timekeeping, etc.) Some of the gaps above can also be filled by partnering with a Federal Share Service Provider (FSSP).

To achieve this vision, The Partner/Integrator will supply a solution comprised of system integrator (SI) services, professional services, training, development and change management expertise, and technology capabilities (including software and licenses) to meet the full suite of needs for enabling technology. The Partner/Integrator will orchestrate the implementation and integration of some of the technologies with disparate, multi-function administrative systems; like financial, payroll and other downstream systems - and will effectively manage the complex interplay across various systems and involved stakeholders. During implementation, the provider will support adoption of the systems by developing training content for HRS' service delivery. Consulting services are expected to be delivered in a flexible and agile manner ensuring HRS has the expertise it requires.

Key desired tasks/outcomes within the scope of this project

- Conduct a fit/gap analysis, to develop a proof of concept, and associated program management tasks.
- Assess current OPM/HRS capabilities in services and tools to determine, 'As Is' state, define future 'To Be' state, then outline plan to fill the gaps between current and future states, to achieve target of providing end-to-end employment lifecycle solution.
- Enable and conduct business process improvements through the evaluation of current business processes, identification of best practices (public or private), and design and implementation of appropriate processes.
- Deliver a secure integrated talent management solution to help agencies recruit, hire, train, pay, develop, manage and motivate a high-performance workforce.
- Achieve government-wide efficiencies/economies of scale by providing a standard, integrated and interoperable talent management solution that uses common data standards, reporting tools and a unified user experience with single sign-on capability.
- Integrate with other upstream and downstream human resources, and other management support systems, e.g., financial systems, payroll systems, retirement systems, etc., other OPM systems like eOPF and EHRI.
- Means for agencies to share employee transactional information across agencies supporting onboarding and enabling seamless movement of personnel.
- Share workforce development, learning, training, competencies and skills assessments information to enhance workforce analytics.
- Enable data-driven decision making via a 'data first' integration strategy with shared analytics capabilities.
- Comply with applicable Human Capital Laws, OPM regulations, laws, directives, orders, and all other relevant Federal Security Protocols. Respond quickly to adopt new human capital directives.
- Develop access and identity management system that complies with applicable authentication standards as defined by Homeland Security Presidential Directive 12 (HSPD-12); compliance with all NIST Special Publications and Standards, Office of Management and Budget (OMB) circulars and memoranda, the Federal Information Security Management Act of 2002 (FISMA), and all revisions and updates thereof.
- Secure hosting infrastructure; agile scalability to ensure ongoing business and operations continuity.
- Assess and communicate impact of proposed business process and system changes on agencies organizational business.

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Responding to this Request for Information (RFI)

This RFI solicits information solely for market research purposes. As such, it does not constitute a Request for Proposal (RFP). Invitation for Bid (IFB), Request for Quotation (RFQ), or an announcement of a solicitation or a commitment to issue an RFP by HRS; HRS is not accepting offers at this time. The information provided by the responding party will neither be evaluated nor considered as an offer. This RFI does not commit HRS to contract for any supply or service. Additionally, HRS is not responsible for any administrative costs incurred by any responding party in response to this RFI. No entitlement to payment of direct or indirect costs or charges by the Government will arise as a result of submission of responses to this RFI and Government use of such information.

The submission of this information is for planning purposes only and is not to be construed as a commitment by the Government to procure these items, nor does OPM intend to award on the basis of this sources sought/market research or otherwise pay for the information requested.

Questions about this RFI will be accepted by OPM until 5:00pm EST/Washington DC **May 26, 2017. A**nswers to questions will be posted by **June 2, 2017 to Federal Business Opportunities (FedBizOpps/ www.fbo.gov)**.

Question format should be submitted as follows:

Vendor Name:		
Document/Section	**Paragraph/ Section**	**Question/Issue/Concern**
RFI General Issue		
Question#(X)		
Other		

HRS invites qualified and interested parties to submit written responses to this RFI by **June 14, 2017**, after which HRS will review submitted materials to support the development of its acquisition strategy. It is our intent to hold an Industry Day on/about **June 26, 2017** at OPM Headquarters in Washington, DC to discuss our planned requirements and timelines and receive additional industry feedback. All responses to this RFI shall be limited to forty (40) pages including title pages, letters of transmittal, cover pages, tables of contents, contents and any attachments or appendixes. Responses should include your organization profile information shown below in its initial sections.

Organization Profile

General	Vendor Response
Company name.	
Address.	
City.	
State.	
Zip.	
Country.	
NAICS Code.	

General	Vendor Response
Primary Contact.	
Title.	
Phone.	
Fax.	
E-mail.	

Company	Vendor Response
Mission statement.	
Number of years in business overall.	
Location of corporate and administrative services.	
Total annual headcount (for 2014, 2015, 2016).	
Total annual revenue (for 2014, 2015, 2016)	
Applicable Federal Certifications.	
Small / Disadvantaged business designations and qualifications.	

Submitted responses will not be returned to the responding party. HRS may choose to invite prospective offerors to present their response or any other material in support of this market research.

Information Requested

HRS requests that each responder include a detailed description to each of the following questions or observations. These items can be addressed in any order but should be appropriately labeled for ease of reference:

- (Q1) Describe how your firm will achieve the objectives and outcomes mentioned above starting on Page 5 in the section labeled "Key desired tasks/outcomes within the scope of this project"? How will your firm help OPM/HRS achieve its vision for end-to-end Human Capital and Training/Learning Managed Services in USA Service? How will you help to improve or drive enhancements to the USA Suite and integrate it with agency technology ecosystems and core PAR, Benefits, Time & Attendance and Payroll systems?

- (Q2) How will your firm integrate those services provided by the government in the total solution? Specifically, HRS and OPM provide a broad range of valuable consulting services (see Appendix B and HRS Capabilities Matrix, https://www.opm.gov/services-for-agencies/news-attachments/agency-neutral-capabilities.pdf) that federal agencies value. These could be used as "chaperone" services where the government would perform as SMEs, project managers, program managers or in an Independent Verification and Validation (IV&V) role.

- (Q3) How can your firm make best use of unique OPM capabilities and systems such as OPM's [Human Capital Framework](https://www.opm.gov/policy-data-oversight/human-capital-management/#url=Foundational-Elements) (https://www.opm.gov/policy-data-oversight/human-capital-management/#url=Foundational-Elements; see also [5 CFR Part 250 Subpart B,](https://www.opm.gov/policy-data-oversight/human-capital-management/#url=Human-Capital-Framework-Structure) https://www.opm.gov/policy-data-oversight/human-capital-management/#url=Human-Capital-Framework-Structure); [Human Capital Framework Assessment](https://www.opm.gov/policy-data-oversight/human-capital-management/human-capital-framework-assessment/shared/Diagnostic_Tool.html) (https://www.opm.gov/policy-data-oversight/human-capital-management/human-capital-framework-assessment/shared/Diagnostic_Tool.html); OPM Employee Services; OPM Retirement Services; OPM Merit Systems Accountability and Compliance; Health & Insurance; Veterans Employment; Diversity & Inclusion, and; the National Background Investigations Bureau (NBIB) for reach-back resources to bring both innovation and assurance to the solution? Do you have recommendations for integrating with services and capabilities outside of OPM such as Social Security, Medicare/Medicaid, DHS E-Verify, Benefit Providers, Employee Assistance Programs (EAPs) or other HCM lifecycle-related services?

- (Q4) Describe your firm's capabilities (include partners) in each of the major areas of the Business Reference Model (see Appendix C and separate attachment)? In each section describe the performance metrics and Service Level Agreement (SLA) you would employ to justify incentive payments or award fees? Please provide a description of work performed for other organizations, with a focus on relevance to the scope of services described in this RFI.

- (Q5) Describe your firm's partner network, partner support channels and capacity models including partners?

- (Q6) Describe your firm's experience with Cost-Sharing, Cost Plus Incentive Fee, Cost Plus Award Fee and Cost Plus Fixed Fee arrangements with the federal government or state/local governments. Of these, which does your firm recommend? The recommended arrangement would have to limit initial government-furnished financial capital and maximize vendor performance (including subcontractors) and customer satisfaction. Would you recommend a different type of arrangement where the government can bring limited start-up investment and depend on your firm to invest on our behalf with the potential of recouping that investment over time while ensuring high incentive to perform well?

- (Q7) Describe your firm's recommended investment capability, investment models and cost recovery models/payback periods. If these might differ based on agency metrics such as size, budget, etc. please explain? How will initial investments and fixed costs be amortized and recovered and how will variable costs be recovered? Does your firm have a DCAA-certified accounting system that can serve the cost accounting requirements of these arrangements?

- (Q8) HRS prefers to maximize the use of existing contracting vehicles – especially our Human Capital and Training Solutions (HCaTS) and USA Learning Best-In-Class contracts. Please explain how your firm would maximize the use of these vehicles and make recommendations on any other existing contract vehicle that might be useful?

- (Q9) Small business participation is an integral part of this potential acquisition. HRS is targeting a small business participation plan of 25%-40%. How will your firm recruit and retain small business partners and which parts of the total solution would you target for them? The use of small business vendors awarded on the HCaTS, HCaTS Small Business and USA Learning contracts is preferred. Small business awardees from the GSA OASIS Small Business contract Pool 1, GSA Professional Services Schedule, GSA Alliant, GSA IT Schedule 70 or other existing vehicle may also be proposed.

- (Q10) Knowing the President's and OMB Director's aggressive timelines for full implementation by FY19, what milestones would you recommend for: (1) the acquisition of your firms' services; (2) the implementation of your firm's services for the first customers; (3) the average time to implement these services for a new federal customer and on what basis is that recommendation made (agency size, agency budget, agency serviced population, agency transaction numbers, etc.)?

- (Q11) Describe your firm's recommendations for single-tenant implementations versus multi-tenant arrangements in both the provision of functional services in each BRM area and the provision of supporting technology?

- (Q12) Describe your firm's recommended governance structure including OPM HRS and agency representatives as valuable partners in the structure? How will you establish a Program Management Office that can support Operations, Procurement/Finance, Staffing, Credentialing/Personnel Security, Physical Security, Cybersecurity and safeguarding of Personally Identifiable Information? Should a breach occur, what are your response scenarios?

- (Q13) Describe your firm's experience with addressing the requirements of federal privacy laws and regulations such as the Privacy Act of 1974, the E-Government Act of 2002 and privacy guidance from the Office of Management and Budget (OMB). This description should include both physical privacy assurance at worksites (local and remote) as well as data privacy assurance. Data privacy assurance techniques should include experience with system of records notices (SORNs); role-based, field-level or meta-data/data tagging granular access controls across various data sets to ensure that only those with a need to know the information in a particular data set will be able to access and use the information and only for authorized purpose, and; how data tagging or other techniques are used to identify systems of origin for data or data sets and retention schedules for these data or data sets.

- (Q14) Describe your ability to provide these services to sensitive agencies and their sensitive environments up to the most secure Top Secret requirements? Can you provide air-gapped/self-contained environments and 256-bit encryption capabilities as an example (both at-rest an in-transit)?

- (Q15) Describe your firm's Big Data recommendations and capabilities for value engineering through data science and data engineering? How specifically will you bring these capabilities to bear on these managed services for federal agencies? What specific analytical applications does your firm (and partners) bring to the solution from Day 1 and which will have to be cooperatively developed? How can these techniques be used to re-engineer and drive great value out of agency investments in EHRI and eOPF?

- (Q16) Describe your firm's recommendations for technical integration platforms that will foster a secure plug-and-play capability of USA Suite functions with agency technical architectures, applications and analytics so that the HRS end-to-end technical capabilities are well integrated with agency information and data ecosystems? How do you recommend implementing single sign-on techniques? How will the re-engineered EHRI and eOPF fit into these recommendations?

- (Q17) Describe your firm's recommendations for mobile application development for the USA Suite and for creating a store of federal human capital and training/learning mobile applications deployable across a variety of mobile devices that can be accessed separately from devices but which are well integrated? How will you adopt a "mobile-first" Agile methodology?

- (Q18) Describe how your firm will maximize the use of Open Source capabilities throughout the technology tools needed for this end-to-end managed service?

- (Q19) What is the feasibility of the solution detailed in the Solution Overview section? Please consider security measures (e.g., FedRamp certification), scaling, and overall interoperability.
  - What are the risks and considerations for the overall solution?
    - If necessary, please detail potential alternatives that can successfully substitute the solution highlighted in this RFI.
  - If the solution is feasible, what software is recommended for each of the technology needs and why?

- (Q20) What is the feasibility for a single vendor to orchestrate the delivery of the technology and professional services capabilities listed within the Capability Statements section of this RFI?
  - What are the opportunities and limitations of that strategy?
    - Please detail any recommended contract vehicles and acquisition considerations.

- (Q21) Please provide a rough order of magnitude (ROM) for the enabling technology components you would consider using and the integration service component.

- (Q22) What information would you need to efficiently describe and price the appropriate solution in an RFP? What might be your Gross Margin, Net Margin and Risk Premium requirements? What might be your margin requirements be on partner-provided services?

- (Q23) Please describe any legal or contractual terms and conditions that you would require in order to be able to provide these end-to-end services? Include a description of where you have implemented these in previous agreements and why. If you have not implemented these terms and conditions in previous agreements, why do you need them in this arrangement?

Government Point of Contact (GPOC)

Please send responses and questions to: Ms. Jamila Bransford, OPM Contract Specialist, Jamila.Bransford@opm.gov . Questions regarding RFI are due by May 26, 2017 (Friday) by 5:00pm Eastern Time and responses to RFI will be due by June 14, 2017 (Wednesday) by 5:00pm Eastern Time. Email **Subject Line: *<Insert Organization Name>*: OPM USA Service Initiative RFI Response.**

Disclaimer and Important Notes

Any organization responding to this notice should ensure that its response is complete and sufficiently detailed to allow the Government to determine the organization's qualifications to perform the work. Respondents are advised that the Government has no obligation to acknowledge receipt of the information received or provide feedback to respondents with respect to any information submitted. After a review of the responses received, a pre-solicitation synopsis and solicitation may be published.

Confidentiality

No proprietary, classified, confidential, or sensitive information should be included in your response. The Government reserves the right to use any non-proprietary technical information in any resultant solicitation(s).

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Appendix A: OPM Background

For further details, please visit our web site at http://www.opm.gov.

OPM provides human resources leadership and support to Federal agencies and helps the Federal workforce achieve their aspirations as they serve the American people. OPM is responsible for keeping the government running smoothly — a responsibility that has daily consequences for every citizen.

The men and women of the Federal Service are ready to attend to America's needs for safety, security, and prosperity. OPM's goal is to keep them energized, equipped and fully engaged by making the U.S. Federal Service America's model employer for the 21st century, with the following clear and measurable objectives:

- Make Federal employment accessible for every American who seeks it by making searching, applying and competing for Federal jobs faster and easier;
- Facilitate the availability and accessibility of a highly-qualified talent pool to federal managers and assist with matching agency talent needs to this highly-qualified talent;
- Ensure the initial and ongoing trustworthiness of prospective federal employees;
- Provide Federal employees with compensation practices and benefits that are competitive, flexible, fair, and rewarding;
- Make careers in the federal workforce attractive and rewarding through the provision of career advancement, career development and career flexibility opportunities;
- Foster an environment of high performance through fair and equitable performance management and recognition programs commensurate with individual and organizational contributions to agency missions;
- Retain a Federal workforce as diverse and versatile as the work it does and the people it serves; and
- Honor those who have served in good faith with an equitable retirement annuity and retirement services that are as valuable as their service was to our country.

OPM works in several broad categories to recruit, retain and honor a world-class workforce for the American people. OPM's services and tools support the Federal talent management life-cycle.

- We manage Federal job announcement postings at USAJOBS.gov, and set policy on government-wide hiring procedures.
- We conduct background investigations for prospective employees and security clearances across government, with hundreds of thousands of cases each year.
- We uphold and defend the merit systems principles in Federal civil service, making sure that the Federal workforce uses fair practices in all aspects of personnel management.
- We manage pension benefits for retired Federal employees and their families. We also administer health and other insurance programs for Federal employees and retirees.
- We provide training and development programs and other management tools for Federal employees and agencies.

- In many cases, we take the lead in developing, testing and implementing new government-wide policies that relate to personnel issues.

Title 5 and Title 41 of the United States Code form the primary legislated responsibilities of the Office of Personnel Management regarding the majority of the federal civilian workforce. We consult with federal agencies with unique authorities on best practices and merit systems principles that should be upheld as they implement their unique authorities.

OPM is designated by the Office of Management and Budget as the Category Manager for all Human Capital and Training/Development services acquired through acquisition procedures and in that role is faced with identifying and filling needed service gaps within the federal civilian human capital and training community.

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Appendix B: OPM's HR Solutions (HRS)

For further details, please visit our web site at https://www.opm.gov/services-for-agencies/.

OPM provides technical assistance to Federal agencies to meet their most critical human capital challenges. As part of OPM, Human Resource Solutions (HRS) is uniquely positioned to provide exceptional human resources products and services to align federal agency's human capital and training needs to drive mission success. We have expert knowledge and extensive experience with federal policy and human resources operating environments.

We deliver products and services to our customers in three ways. As Federal employees, the HRS team has extensive experience with Federal policy and operating environments. This cadre of HR specialists, industrial/organizational psychologists, educators, IT specialists, and program managers partner with Federal agencies to design and deliver solutions uniquely suited for government.

HRS also offers customers the opportunity to access world-class consulting experience from pre-competed private-sector companies. These companies follow prescribed contracting requirements and deliver services under the watchful eye of OPM's HRS project managers. HRS also provides a blended approach that leverages our reach back to private-sector capability to complement our Federal workforce. HRS works with agencies to determine a strategy that best meets customer needs.

OPM's revolving fund authority (5 USC 1304) allows agencies to contract with HRS directly, saving considerable time and resources. Providing services through our revolving fund authority, rather than the Economy Act, allows agencies more flexibility to finance their human capital and training needs. We know how important this flexibility is at a time when agencies are looking for ways to tighten budgets, save time, and still meet critical mission requirements.

Our team of professionals is available to meet with agency decision makers to further explore their needs, provide a formal proposal that outlines the estimated costs for each deliverable, and provide an off-the-shelf or customized solution that best meets those needs. As a strictly reimbursable Federal entity, we fully understand the importance of cost containment and flexible solutions that work in the Federal space.

Benefits of Partnering with OPM and OPM's HR Solutions (HRS)

HRS provides a comprehensive range of human capital management and training services agencies need to grow, improve, lead, and thrive. Providing HR solutions to Federal agencies for more than 50 years, HRS comprises more than 300 professionals nationwide, as well as a network of the finest private-sector partners in the field of human capital management and training. Our contracting vehicles – Human Capital and Training Solutions (HCaTS) and USA Learning – are recognized by OMB and the Category Management Leadership Council (CMLC) as Best-In-Class (BIC) vehicles and OMB has mandated maximum use of them in human capital and training/development endeavors. HRS offers:

- **Expertise** — Extensive expertise in human capital management and training including crucial Workforce Reshaping expertise and services to help agencies transform quickly and adopt innovative practices.

- **Agility** — Speed-to-mission capability through government-to-government agreements.

- **Compliance** — Elegant solutions that fully comply with Federal policies and regulations.

- **Value** — Off-the-shelf applicant assessments to fill agencies commonly advertised positions.

- **Knowledge** — Effective learning and leadership development solutions tailored to agency's workforce needs including: USA Learning services; the Federal Executive Institute (FEI); the Western Management Development Center; the Eastern Management Development Centers; the HR University, and; the Presidential Management Fellows program(s).

- **Resources** — Expedited access to best-in-class private-sector capabilities through an assisted acquisition program and Best-In-Class contract vehicles.

- **Experience** — More than 50 years of experience providing professional development to Federal leaders.

- **Innovation** — one of the most trusted innovation centers in the federal government complete with human-centered design practices, lean six sigma expertise and innovation facilitation services.

- **Technology** — Proven cutting-edge, automated solutions providing comprehensive HR life cycle support including USA Jobs, USA Staffing, USA Hire, USA Survey, USA Performance and USA Learning.

In addition to the services provided directly through HRS, a broader partnership with OPM ensures timely access to OPM policy makers that offer policy direction and leadership in designing, developing, and implementing Government-wide human resources systems and programs for recruitment, pay, leave, performance management and recognition, employee development, work/life/wellness programs, and labor and employee relations that adhere to Merit Systems principles.

Synopsis of HRS' Current Service Capabilities

For a complete list of services, please refer to OPM/HRS [Capabilities Statement](#).

- *Human Capital Strategy* – HRS consultants work with agencies to develop strategies that determine their human capital management master plan. These strategies help agencies build and manage a high-performing workforce according to merit system principles and establish the organizational structures and processes needed to create a culture of excellence that drives mission success
- *Strategic planning* – HRS consultants work with agencies to align organizational and individual performance management systems with human capital activities.
- *Human Capital Policy and Compliance Support* – Policy and compliance support helps agencies navigate human capital policy, write human capital strategies and reports, and identify and address deficiencies.
- *Organization Design* – HRS aligns organization and position structures with an agency's strategic mission and objectives.
- *Classification* – HRS provides a variety of classification services to improve structure and functionality at the appropriate agency organizational level.

- *Workforce Planning* – Workforce planning is a multiyear approach to human capital management that ensures agencies are making smart investments to acquire, develop, and support a workforce capable of achieving their mission.
- *Succession Planning* – Succession planning products and services ensure the availability of well-qualified staff to fill key leadership and mission-critical positions. HRS helps agencies develop initiatives to address issues related to the loss of key leaders and personnel at any level in the organization
- *Workforce Analysis* – Workforce analysis provides demographics on the past and current workforce across mission-critical occupations
- *Competency Modeling* – Competency modeling leverages SMEs to systematically identify and document characteristics required to successfully perform a particular job.
- *Program Evaluation* – Program evaluation services help agencies empirically demonstrate the effectiveness of their HR programs.

- ***Talent Acquisition*** **–** HRS offers services and tools to help Federal agencies acquire the talent they need to meet their missions. In accordance with merit system principles, we help agencies recruit, assess, select, and onboard highly engaged, productive employees with the right skills and competencies.
- *Recruitment Strategy* – Recruitment strategies help agencies set an overall recruitment vision. HRS consultants analyze an agency's current recruitment processes and recommend strategies to more effectively attract a diverse and qualified candidate pool for its target positions.
- *Candidate Assessment and Selection* – Assessment strategy design helps agencies develop valid, fair, and effective assessment strategies that meet specific hiring or employee development needs.
- *Staffing Services* – Our staffing specialists meet agencies' staffing needs by quickly filling vacancies in any Federal occupational series or pay plan with qualified and diverse candidates while complying with Merit Principles and Delegated Examining rules. HRS uses the full range of existing hiring flexibilities to quickly and expertly announce vacancies, determine qualifications, apply veterans' preference, evaluate and refer highly qualified candidates on competitive, excepted, and merit promotion certificates from Pathways positions through the Senior Executive Service (SES) under Title 5, Title 38, and other hiring regulations and laws.
- *Automated Onboarding* – HRS partners with agencies to provide automated onboarding services that streamline form completion, improve the user experience for selectees, and reduce duplication in data entry.

- ***Talent Management*** – To sustain a highly capable and engaged workforce, agencies must invest in such critical human capital functions as performance management and HR development. HRS offers a full spectrum of solutions to optimize individual and organizational performance for the long term, build agency expertise, grow leadership potential, and measure success.
- *Organizational Assessment and Performance*
  - *Customer Satisfaction Survey*
  - *Organizational Assessment Survey*
  - *Employee Viewpoint Survey Support Services*

- o *Performance Management*
- o *Performance Appraisal System Reviews and Development*
- o *Telework Management*
- o *Leadership and Employee Assessment*
- o *Leadership Assessments Suite*
- o *Competency Gap Assessment.*
- o *Education, Training, and Development*
- o *Training Needs Assessment*
- o *Leadership Development*
- o *Executive Leadership Programs*
- o *Leadership and Management Programs*
- o *Custom Leadership Programs*
- • *Building HR Staff Capacity*

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Appendix C: Human Capital Business Reference Model Overview

For complete details about the Human Capital Business Reference Model, please visit our website at https://www.opm.gov/services-for-agencies/hr-line-of-business/enterprise-architecture/#url=Business-Reference-Model.

While the current approved version of the HC Business Reference Model (HCBRM) is version 2.0, we expect the importantly upgraded version 3.0 to be published by June 1, 2017. Version 2.0 of the HCBRM still provides very valuable insight for your responses. If possible, we will post a link to the new HCBRM v3.0 with the Q&A responses on June 2, 2017.

Federal agencies have a need for a Managed Services solution for end-to-end Human Capital and Training/Learning solutions. Managed Services – sometimes referred to as Business Process Outsourcing – will allow federal agencies to entrust their lifecycle Human Capital Management and Training/Learning operations to the experts at OPM and our industry partners so they can focus on their core missions. These Managed Services will include state-of-the-art technology tools modernized for the federal workforce of the future and work processes of the future. At the forefront of the technology tools will be highly-capable Big Data solutions with appropriate, focused analytical capabilities that will target actionable data to the audience requesting it.

HRS has the need for a full range of HR services provided in accordance with OPM's Human Capital Framework (HCF) described at 5 CFR 250 and HR Line of Business (HRLOB) Business Reference Model. These functional requirements, which define the solution, primarily fall within the HR LOB sub-functions. In addition, HRS requires interfaces with other HR-related systems, including core HR, time & attendance and payroll systems. The scope of this effort will provide for the full range of HR services, including the following:

- **Federal Human Capital Leadership**: Establish government-wide Human Capital framework and environment to support all agencies, focusing on current and emerging priorities; manage, direct, and develop enterprise Human Capital shared services offerings; and manage human capital laws, and regulations.

- **Federal Oversight and Evaluation**: Create, implement, and maintain comprehensive evaluation practices and standards to ensure agencies' Human Capital management programs and operations support mission accomplishment effectively, efficiently, and in compliance with law.

- **Federal Retirement**: Administers retirement benefits for 2.6 million federal retirees and survivors, from providing counseling services to agencies for prospective retirees, adjudicating retirement applications, and providing continuing customer service to retirees.

- **Agency Human Capital Strategy, Policies, and Operation Plan**: Develop effective human capital management strategies, policies, and plans to ensure the agency is able to manage a high quality, productive, and diverse workforce focused

- **Talent Acquisition**: Establish internal programs and procedures for attracting, recruiting, assessing, and selecting high quality employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

- **Talent Development**: Implement and maintain comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop, and retain quality, high performing, and diverse talent.

- **Employee Performance Management**: Create, implement, and maintain comprehensive employee performance management practices, programs, and activities that support mission objectives.

- **Compensation and Benefits**: Design, develop, and implement compensation, benefit, and retention programs to support agency mission and workforce strategy.

- **Separation and Retirement**: Conduct efficient and accurate HC processing actions in support of employee separations and retirement.

- **Employee Relations**: Design, develop, and implement programs to ensure mission effectiveness through employee accountability.

- **Labor Relations**: Manage the relationship between the agency and the respective management associations and unions.

- **Workforce Analytics**: Implement a systematic, flexible, and inclusive process to review workforce and performance data, metrics, and results, to anticipate and plan for future strategic and operational requirements and to make holistically informed Human Capital Management decisions.

- **Agency Human Capital Evaluation**: Assess results achieved across all Human Capital Management systems in support of mission goals to identify and implement improvements, and ensure HC activities are consistent with law and support merit system principles.

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